**An ideal site director…**

* Is a good communicator
* Is open to coaching
* Understands the difference between role from staff
* Team leader
* Provide one-on-one staff and team meetings to promote growth, learning, and collaboration
* Has experience
* Detail-oriented
* Can use technology effectively
* Is culturally sensitive and competent
* Is community aware
* Love for kids
* Supportive
* Experience with management of employees
* Consistent, professional
* Not necessarily just your best front-line worker
* School is never out for the pro
* Continual growing/learning
* Ability to think and equip
* Helps turn talents into strengths for their support staff
* Knows and follows rules and guidelines
* Positive person and enjoys providing programs for students and families
* Ability to lead and manage when needed and understand the difference
* Ability to build and maintain relationships with building administrators and regular day staff

**An ideal assistant site director…**

* Good communicator
* Can lead and take direction
* Part of team
* Wants to grow
* Supportive
* Able to take things from Director and go
* Supportive of the director, partners, helps turn talents into strengths for support staff
* Checks ego at the door
* School is never out for the pro
* Continual growth and learning
* Team player
* Collaboration between assistant and site director
* Goes above and beyond
* Steps up where needed

**An ideal frontline staff person…**

* Teacher
* Innovative and dependable
* Willing to grow and set goals
* Love for kids
* Good communication
* Adaptable to surroundings
* Able to pick up cues after trained properly to support lead staff in lesson plans and schedules
* Flexible
* Takes ownership; prepares
* Customer service – smiling, answers questions, greets parents – team player
* Consistent in expectations
* Meets students where they are
* Allows students a fresh start each day
* Coachable
* Positive energy
* Open
* Willing to take appropriate risks
* Reliable, does not give up
* Engaging
* Compassionate, non-judgmental, accepting of all individuals
* Fun

**Best interview questions…**

* Do you have a record? Or a non-disclosure agreement with previous employer?
* WOW moment you have had with a child (make a difference)
* Value-based questions
* What do you find most rewarding when working with children? Most challenging and how do you cope with that challenge?
* How to you build relationships with staff?
* What would your friends tell me about you?
* Responding to difficult situations
* If a child were to hand you a cookie with a hair on it (stuck) and kind of smudgy/dirty looking what would you do?
* Situation: Packed room full of 20 kids. Fight with 2 boys in corner. What would you do 1st, 2nd, and 3rd?
* What does it mean to you to be a role model?
* What is a weakness you know you have? What do you do about it? If they can answer this they recognize they need to work on things… and are willing to work on anything.

**Where do you recruit and hire from?**

* Colleges/universities (ISU, DMACC, Faith Bible, Simpson, Drake, Upper Iowa, Grandview, University of Iowa College of Social Work, UNI)
* Word of mouth
* DMPS
* Evelyn Davis Center
* Local non-profits
* Interns
* Existing relationships; connections of existing staff (look for more of your “A people”)
* Job fairs
* Senior centers

**How do you measure the quality of activities?**

* Review of “best practices” and how our activities fit
* Parent feedback
* Are the kids happy
* Parent/child/teacher survey
* Review lesson plans
* Observe
* Reflection – evaluation of entire process (just because end product is a “dud” doesn’t mean quality is poor)
* Look for student/staff engagement
* Look for purpose – What is the meaning? Why do it?
* Ask clients (pre/post surveys showing growth)
* Rubric
* Training staff/evaluation
* Cast vision and measure
* Continue to review best practice

**How do you evaluate staff performance?**

* Rubric
* Yearly and 6 month evaluations
* Site observations/written observation tool shared with staff
* Supervision meetings, bi-monthly, and team meetings
* Observation
* 360 Survey of Students
* Site observation – in-house/outside folks, formal/informal
* Constant feedback from a variety of folks, not just the executive director
* Youth Program Quality Assessment
* Formal and informal evaluations and observations

**How do you know that your expectations are being met on a daily basis?**

* Parent contacts who will email you
* Unannounced visitor observations
* Stakeholders
* Principal/building staff feedback
* Walkthroughs – ongoing basis
* Ask questions! Lesson plans/photos
* Parent surveys
* Weekly site visits
* Ask the kids
* When the overall supervisor/Director of the entire program can walk in, ask what’s on the agenda at that site and do the programming for that shift

**How and when do you respond when the quality of activities is not meeting your expectations?**

* Monthly
* Continual evaluation and modify
* Immediately (and by being transparent, clear, and kind)
* Coaching and program improvement planning
* Coaching and goal setting (no more than 2) based on staff/supervisor consensus
* Immediately 1-1 in person discussion
* Bi-weekly supervision
* Set expectations ahead, check and recheck
* Continue to grow/modify
* 30 day compliance plan
* Coaching, questions, observations, idea session
* Set expectations first
* Clear goals

**How do you respond when staff members are not meeting your expectations?**

* Develop improvement plan
* Conference individually with staff member, monthly site leader meetings, handbook expectations
* Meeting with staff
* In person, 1 on 1 follow up
* Personal development plan
* Talk to them
* Set plan
* Weekly/monthly check-in evaluation
* Immediate feedback
* Model for them